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20 FEB 1948

FINAL REPORT OF THE AD HOC COMMITTEE  
APPOINTED TO FORMULATE THE N.I.S. PROGRAM

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1. The concept of the NIS as conceived by the Ad Hoc Committee is as follows:

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b. The NIS will be a production and maintenance program, based [redacted] JCS priorities, and in accordance with IAC Agency capabilities.

c. The NIS is a concise digest of basic intelligence required for strategic planning and as the basis for initial highest level operational planning.

2. The Ad Hoc Committee has divided the NIS into chapters, each of which treats a major functional aspect of the basic intelligence relating to the country or area under consideration. Further, the Committee has divided these chapters into sections, each of which treats a major subdivision of the field covered by the chapter. The section is so designed as to permit it to serve as the basic unit of production and maintenance and so enhance the flexibility of the NIS program. The chapters of NIS, as established by the Committee, are as follows:

Chapter I - Brief (a succinct presentation of the salient basic intelligence aspects of the NIS area as a whole.)  
 Chapter II - Military Geography  
 Chapter III - Transportation and Telecommunications  
 Chapter IV - Sociological  
 Chapter V - Political  
 Chapter VI - Economic  
 Chapter VII - Scientific  
 Chapter VIII - Armed Forces  
 Chapter IX - Map and Chart Appraisal  
 (Gazetteer)

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In order to insure the desired treatment of each topic set forth in the chapter outlines, the Committee has prepared an outline guide for each chapter and supplement. These outline guides cover instructions which set forth the details to be treated under the headings and subheadings of the outline together with explanations, in appropriate instances, of the degree of detail required and the manner of treatment. These guides also include statements of the inter-agency coordination required by the allocation of production responsibilities to the several IAC Agencies.

3. The Committee considers that the production and maintenance of NIS demands the closely coordinated joint effort of the several IAC Agencies. To insure this coordination, the Committee has framed a Tentative Allocation of Responsibilities for the preparation of NIS. This allocation provides for a single agency to act as overall coordinator for each chapter and, where several agencies are involved in the preparation of a

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single section or subsection, to act as coordinator for that section or subsection. The bases for these allocations of responsibility were the relative interests of the agencies and their capacities to produce.

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However, because the standards of security in these agencies do not necessarily conform to those of IAC, because these agencies do not receive all available material concerned with the subjects to be treated, and because personnel in these agencies cannot be expected to be fully capable of developing the subjects from the intelligence viewpoint, it was thought best to designate an IAC agency as responsible for these sections and subsections, utilizing the assistance of the non-IAC agencies. OIR, Department of State, has been tentatively designated to assume this responsibility.

In addition, there are certain non-IAC agencies which are assisting in the production of basic intelligence at the present time. The present arrangements with these agencies are working satisfactorily.

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5. The Committee believes that, in order to effect efficient execution of the NIS program, an agreed statement of the production functions of each agency is advisable. These proposed agency functions are as follows:

## NIS COMMITTEE

(Coordinating Committee representing the Director of Central Intelligence and Chiefs of the Intelligence Agencies of State, Army, Navy, and Air Force)

- a. Considers and recommends for IAC Agency approval overall policies for NIS.
- b. Recommends to CIA measures necessary for the coordination of the NIS program.
- c. Establishes the production and maintenance schedule and the scope and treatment of each NIS to be produced, based on JCS requirements and priorities, in accordance with agency capabilities. In this connection, the Committee should have an advisory member from Joint Staff who is thoroughly familiar with the requirements of the Joint Staff planners.

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## THE CENTRAL INTELLIGENCE AGENCY

- a. Provides overall coordination for the NIS program.
- b. Is responsible for editing and publishing NIS publications.
- c. Accomplishes NIS dissemination in accordance with IAC Agency agreements.
- d. Implements the NIS program in accordance with the responsibilities of CIA.

## IAC AGENCIES

- a. Implement NIS production and maintenance programs in accordance with Agency responsibilities.
  - b. Provide a member and alternate members for the NIS Committee. These members must be familiar with the overall production of basic intelligence within their Departments.
6. It is the opinion of the Committee that the following methods should be employed in the production of NIS:
- a. In the instances where one agency is responsible for a section or subsection that is being coordinated by another agency, all communications of a policy or requirements nature to the agency preparing the section or subsection will be passed through intelligence command channels.
  - b. In all instances there should be working-level coordination among the agencies concerned. This coordination will involve:
    - (1) Exchange of drafts of completed draft sections in order to resolve any inconsistencies among sections and detect any gaps in overall coverage.
    - (2) Informal coordination in compiling specific subsections which are assigned as the responsibility of one agency but impinge on the field of interest of another.
7. There are several factors involved in fully implementing the NIS program:
- a. The program must be flexible in order to meet the requirements of the Joint Staff planners. To this end, it may be necessary to produce and disseminate separate chapters, sections, or even subsections, of any single NIS or of several NIS without awaiting the completion of the whole NIS.
  - b. In order to facilitate such flexibility, it will be necessary for agencies to arrange for a system whereby information already in the hands of the agencies and that coming in by reason of collection directives is properly integrated with other relevant intelligence materials in such a manner as to keep information up to date and available for use at any time.
  - c. Should material be available to undertake production of an NIS lower on the priority list than one on which adequate material is not available, such production should be undertaken and not held in abeyance pending the availability of material for the NIS of higher priority.

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- d. Basic intelligence already produced and on hand in the IAC Agencies, although not in the form of NIS, should be utilized to the maximum extent possible in the production of the NIS. This intelligence includes SID, JANIS, AIR, Marshall Plan Reports, etc.

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- f. This Committee believes that the NIS program is fundamental to a sound National Intelligence plan and should be vigorously developed. The basic problem is the realization of adequate production capabilities by the IAC Agencies to meet the requirements. In view of the critical world situation, it is the considered opinion of this Committee that the NIS program, as it relates to the JCS Priority List, should be completed and placed on a maintenance basis at the earliest possible date. The Committee believes that the target date for completion of the studies on the JCS Priority List should be not later than 30 June 1952. This will require realignment and augmentation of each agency's present production capabilities.

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State Member

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Navy Member

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Army Member

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Air Force Member

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CIA Member (Chairman)

- Annexes: (A) List of NIS Areas  
(B) The JCS Priority List  
(C) Tentative Allocation of Responsibility for Preparation of the NIS  
(D) The NIS Outline and Guide  
(E) Standard Editorial Instructions for the NIS

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